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1. PURPOSE

This statement of requirement outlines the Army Headquarters (AHQ) requirement to contract for private sector support (PSS) in the area of 'Capability Integration' (CapInt); specifically to support 'Mission Systems Integration' (MSI) governance. MSI is a developing capability within AHQ and key to the Army's Modernisation Agenda. PSS will be critical to establish and run MSI as a 'business as usual' (BaU) activity in the HQ. The end-state will see all modernisation / procurement programmes assisted with MSI support from both an internal AHQ MSI team and a Technical Design Authority (TDA) team in MOD delivery agencies.

2. BACKGROUND TO THE AUTHORITY

The British Army is currently undertaking the largest modernisation of its equipment portfolio (EP) for decades, with both new and updated platforms being procured across the entire spectrum of its capabilities. This presents a key opportunity to unlock the emergent benefits that can be realised by closer integration of capabilities. Key to this will be open systems architectures, as defined within the Land Open System Architecture (LOSA) framework, in order to ensure our platforms are open, modular and scalable; critical to enabling an agile response to future threats.

From 2017, AHQ commissioned multiple Architecture Alignment Investigations (AAIs) to identify the benefits of closer integration and determine how to better realise it on platforms. AAI1¹ focussed on the platform electronic architecture alterations necessary to realise closer capability integration. AAI2² and AAI2+³ recommended that new governance structures were required to ensure platform teams complied with the LOSA approach. This governance was subsequently tested in a pilot phase and has now been formalised in a MSI Strategy⁴.

This contract will establish PSS to enable initial implementation of MSI governance as BAU. The governance structure is illustrated in figure 1 below:

¹ [AAI1 reference](#)

² [AAI2 reference](#)

³ [AAI2+ reference](#)

⁴ [MSI Strategy reference](#)

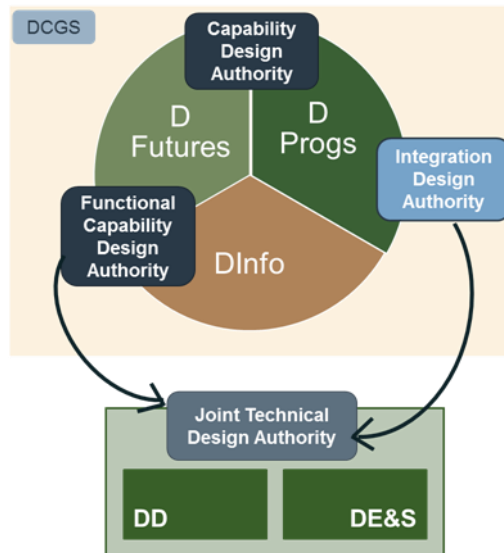


Figure 1. MSI Governance Structure

The Capability Design Authority (CDA) and Integration Design Authority (IDA) are AHQ internal organisations. The Technical Design Authority (TDA) sits in MOD delivery agencies; Defence Equipment and Support (DE&S) and Defence Digital (DD). The current MSI team is very small, consisting of 0.5 x OF4, 1 x OF3 and 1 x C1. They are currently using a combination of contractors and LOSA (within DE&S) to conduct the majority of the governance activity.

(It should be noted that figure 1 shows the latest draft of the new Army Operating Model, which is currently under review. In this structure the CDA and IDA functions delivered by this contract will be delivered in DFutures and DProgrammes respectively; however bidders to this contract are expected to adjust their support to apply to any new structure than emerges from the review, within current cost and performance envelope)

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

This tender will contract PSS to conduct the Cap Int and MSI work, whilst more Civil Service (CS) and military personnel are concurrently recruited. The duration of the contract is 3 years, with an option to extend by a further one year should that be desired. During the contract, there will be a continuous skills transfer to military and CS personnel in order that they are able to continue to provide the Cap Int support to the same standard after the contract ends.

The contract will be deemed complete when MSI governance is fully established, MSI support is delivered to the entire Army Portfolio and this work is staffed by a mixture of CS and military posts that are delivering the service using industry best practice procedures, and all stated milestones and objectives are delivered.

4. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
AAI	Architectural Alignment Investigation

AHQ	Army Headquarters
APfO	Army Portfolio Office
BaU	Business as Usual
Cap Int	Capability Integration
CDA	Capability Design Authority
CMT	Capability Management Tool
CS	Civil Servant
DD	Defence Digital
DEFSTAN	Defence Standard
DE&S	Defence Equipment and Support
EP	Equipment Portfolio
FCCM	Force Centric Capability Management
FTE	Full Time Equivalent
IDA	Integration Design Authority
IL	Integration Level
LOSA	Land Open Systems Architecture (also a team within DE&S)
MDI	Multi Domain Integration
MSI	Mission Systems Integration
MSI 1* WG	MSI Working Group, chaired at 1* level
OF3/OF4	Grade 3 or 4 military officer – Major or Lt Colonel respectively
PoL	Project Online
TDA	Technical Design Authority

5. THE REQUIREMENT

Requirements Outline. The winning bidder will be required to assist Army HQ in the daily running of the MSI workstream, whilst concurrently passing on the requisite skills to the organic AHQ MSI team, to facilitate skill transfer and progressive autonomy. They must be prepared to input into and oversee all aspects of this work, which are expected to fall into the following work packages:

5.1

Work Package	Description
MSI Governance	Establishing and supporting the MSI governance roles and supporting processes and forums as outlined in the strategy and detailed in the MSI Operating Model, including AHQ and MOD Delivery Agent elements.
Requirements and Scrutiny	Delivering scrutiny of platforms, mission systems and other Army capabilities in accordance with the priorities established by the Capability Design and Integration Design Authorities (CDA / IDA) and the MSI WG.

	Generating the designs and requirements for all qualifying capability projects.
Reference Architectures	Develop reference implementations of infrastructures for Integration Level 2 (IL2 - as defined by the AAI reports and now within the GVA DefStan 23-009) and above and means to test and certify. Capability projects are expected to develop against the baseline IL2 description in the strategy until reference implementations are delivered.
Benefits Realisation	Plan and oversee the delivery of the benefits delivered by the MSI strategy in the form of implemented open architectures on target platforms and closer integration of Army capabilities both at Level 4 (of FCCM hierarchy) and Level 1 (Force Element, within FCCM hierarchy.)
Management of MSI work	<p>The enabling element of the work delivered by private sector support. Project management of all associated MSI work packages to enable smooth running of business as usual. Critically, this will also include skill transfer, mentoring and coaching on industry best practice within the specialisms developed for MSI.</p> <p>This WP will develop and implement robust Project Management of the entire MSI workstream to ensure successful delivery and provide effective oversight of progress for the customer. The provision of appropriate Project Management artefacts as well as a Project Manager (1 FTE) to coordinate, track and report on the projects progress against the agreed project requirements and deliverables. The resource allocated to this Work Package will have;</p> <ul style="list-style-type: none"> • Experience of managing similar projects (topic, complexity, value) • Experience of working in a complex stakeholder environment and co-ordinating multiple senior stakeholders • A strong history of stakeholder communication and aligning team delivery • A strong working knowledge of project management issues around capability integration • An understanding of the AAI reports and subsequent MSI work.

5.1 Routine oversight of MSI work

5.2 Annual MSI Plan review. Each year, the MSI Plan will be updated to include a 12 month, 5 year and 10 year outlook. The contractor is expected to contribute to this within the Management of MSI work package.

5.3 Quarterly output review. A quarterly (3 monthly) assessment of outputs and deliverables from the last quarter and look ahead to refine requisite outputs and deliverables for the following quarter will take place, run by the military / civil servant team. The completion / non-completion of deliverables and outputs will be linked to payment incentives as outlined in the payments section.

- 5.4 Monthly / Ad Hoc review. If required, the MSI Team will call monthly meetings to outline revised priorities of work within the work packages outlined. The contractor is expected to attend the meeting and input any updates on current work as required.
- 5.5 Prioritisation of work
- 5.6 A prioritisation of elements within each workstream will be dynamically provided by the MSI team and communicated to the contractor within the routine oversight meetings. This will enable a balance of delivery of critical requirements and de-prioritisation of non-essential requirements if necessary. At all times, the military / civil service MSI team is responsible for assigning prioritisation of the work. The contractor cannot assume prioritisation.

6. KEY MILESTONES

- 6.1 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Outputs/deliverables/milestones	
Req't Work Package	Outputs
WP 1: MSI Governance	<p>Output 1.1: The critical objective in this WP is establishing and embedding MSI governance to ensure stakeholders are held to account. This will involve use of recognised MOD change processes to establish new governance structures and importantly, engagement with the AOM review team to ensure that the required resources are assigned to MSI governance in AHQ.</p> <p>Output 1.2: Within delivery agencies, the TDA must be established, initially to an Initial Operating Capacity, and then via iterative development, to Full Operating Capacity.</p> <p>Output 1.3: Within the AHQ MSI governance, the MSI operating model will be applied and if necessary, refined.</p> <p>Output 1.4: Throughout, MSI business as usual governance activities will be supported (such as MSI WG and SG).</p>
WP 2: Requirements and Scrutiny	<p>Output 2.1: Provide MSI scrutiny on all pgs/pjs delivered by AHQ.</p> <p>Output 2.2: Capability design work (using an approach based on the FCCM capability hierarchy) developed for dependant capability programmes and projects.</p> <p>Output 2.3: Integration of capability designs into all relevant Army documentation.</p> <p>Output 2.4: Initiation of Technical studies utilising MSI funding to explore technical solutions required to realise objectives in the MSI Strategy, and solutions of recommendations outlined in MSI Scrutiny and Design work.</p> <p>Output 2.5: Oversight and coordination of delivery plans to enable closer integration for capabilities having received MSI design work or scrutiny recommendations, to enable MSI strategy objectives.</p>

WP 3: Reference Architectures	<p>Output 3.1: Enabling understanding of cost-benefits for Army / MOD by implementing Integration Level 2, 3, 4 and 5 on platform capabilities.</p> <p>Output 3.2: IL2 Reference Architecture established.</p> <p>Output 3.3: IL3 to 5 reference architectures established.</p> <p>Output 3.4: Establish an integrated test and evaluation facility, based on the Veh Msn System Integration Demonstrator (VMSID) developed by LOSA and QinetiQ.</p>
WP 4: Benefits Realisation	<p>Output 4.1: Support provided to programmes/projects in all matters relevant to MSI / LOSA / MDI / FCCM.</p> <p>Output 4.2: Updated CASP and ISP milestones and deliverables (annually).</p> <p>Output 4.3: Alignment of relevant and associated workstreams (such as MORPHEUS, CRENIC) to ensure that electronic architecture solutions and standards are coherent across all incoming MOD capabilities.</p>
WP 5: Management of MSI work	<p>Overview: The Project Manager is expected to produce and manage all project management associated artefacts in support of ensuring that the customer is informed of project progress. Expected deliverables and responsibilities are: monthly progress reports, the management of a project schedule, management of scope and project resources, RAIDO and stakeholder management by drawing on their knowledge of system approach Project Management techniques and experience managing MSI/AAI/D Sp projects in the past. They will also be required to contribute to activities conducted in the other work packages, such as; workshop/meeting facilitation and secretarial role, information gathering from MoD stakeholders and presentation/briefing development support as and when required.</p> <p>Output 5.1: Capturing lessons learnt and building corporate knowledge within MSI.</p> <p>Output 5.2: Conduct of deliberate outreach to all programme/project delivery teams to educate them of the benefits of using open systems architecture, the 'digital backbone' and wider capability integration of the Army's Force Elements.</p> <p>Output 5.3: Provision of updates on routine MSI work to 1* MSI WG or other appropriate MSI governance body.</p> <p>Output 5.4: Provision of administrative support.</p> <p>Output 5.5: Facilitation of MSI governance forums. Facilitate key Capability management and steering groups operating under the TORs defined as part of the MSI governance model.</p> <p>Output 5.6: Support and coach personnel assigned to and involved in the new Governance roles, perpetuating the Community of Interest for the Systems Approach.</p>
Req't Work Package	Deliverables
WP 1: MSI Governance	<p>High level TDA implementation plan. A product to overview the steps required to establish the TDA to IOC and grow it to FOC, in a MS Office product.</p>

	<p>Assistance with drafting FCRs to enact the TDA change, including subsequent growth of the TDA capability.</p> <p>Regular liaison between all authorities within MSI governance, in order to ensure coherence across all areas of the organisation, in the form of meetings with a brief email summary of the engagement if appropriate.</p> <p>Routine support to MSI WG and SG, including preparation, production of minutes / RODs for meeting afterwards and input to the MSI WG where required (via delivery of verbal briefs with accompanying PPT slides or similar products.)</p> <p>Development of the MSI operating model and governance structure as required, on direction from the MSI team. Recommendations for changes to the governance or operating model from the contractor are welcome, but must be agreed by the MSI Team - possibly necessitating 1* authorisation. They cannot be applied by the contractor without authorisation.</p> <p>Alignment of the MSI governance structures within AHQ to the AOM review as it develops. This will necessitate regular engagement with the AOM review team, and subsequent development of MS Office products to inform their development with relevant MSI input.</p>
<p>WP 2: Requirements and Scrutiny</p>	<p>Capability Design generation. Generate L1 and L3 Capability designs and requirements for up to 8 chosen pg/pj per year (2 per quarter). All outputs will be presented in a MS Office product format as agreed by the MSI team and will necessitate wide stakeholder engagement from D Sp, D Cap (D Progs / Futures or as appropriate following AOM review) as well as Fd Army representatives. Design work will yield:</p> <ul style="list-style-type: none"> • Level 1 and Level 3 (of FCCM hierarchy) Force Element Designs. In accordance with the refined MSI/Capability design process utilised in the MSI pilot and subsequently as part of MSI Business as Usual, for MSI WG, CDA and IDA approval (and subsequent rework as required to achieve approval). • Updated Level 4 KURs and MSI user requirements for the chosen projects/progs. • Draft ILRs / FCRs required to formally establish or change the scope of a pg/pj based on the Capability designs and requirements generated. • Assist prog and proj delivery teams with Dependency Agreements in order to capture necessary changes to programmes to enhance capability integration. <p>Proposals for updates to platform Through Life Capability Management Plans (TLCMP) and associated post-manufacture schedule for any necessary interventions to upgrade the Vehicle Electronic Architecture to achieve the goals of the MSI Strategy.</p> <p>Technical investigations and reports into the integration capacity of the As-Designed Vehicle Electronic Architecture for platform capabilities and the interventions required to enable them to deliver against the MSI Strategy. This includes the collation of and reference to any other evidence from recent MSI and related studies and will output in MS Office based products as directed by the MSI</p>

	<p>Team.</p> <p>Delivery of high-level Integration and Mission System Dependency schedule for all platforms and capabilities that have received MSI design work and/or scrutiny, in a MS Office format.</p> <p>Coordination of detailed delivery plans for capability programmes as necessary to enable realisation of capability designs either prior to fielding of the capability or during the in-service phase of the capability (E.g: via development of the Through Life Capability Management Plan). Must include stakeholder engagement with cap prog teams and more widely, as appropriate, to coordinate development of MS Office products, with relevant input into PoL and relevant APFO products as necessary.</p> <p>CMT support, to develop new release features and baselines as well as day-to-day support and enhancement of the Capability Management Tool (CMT) in accordance with the CMT support plan. Development of CMT based on user story backlog. Release new version at least quarterly (but with option for interim releases as directed by the MSI Team).</p> <p>Surge capacity. The contractor may be required to generate additional designs beyond the baseline of 2 per quarter and the winning bidder must have the capacity to generate these surge resources on demand. This will be negotiated at additional cost to the baseline contract, as required.</p> <p>Development of and / or contribution to MSI Scrutiny Reports for programmes going to LROC, SOC, IOC and FBC. Format is a written report, in soft copy (PDF and Microsoft Word) and hard copy.</p> <p>Delivery of the Scrutiny Questionnaire to capability programmes, with verbal briefs, advice and assistance on completion (in line with the construct outlined in the MSI Plan).</p>
<p>WP 3: Reference Architectures</p>	<p>Develop a high level benefits cost model based on sync matrix, platform and capability roadmaps and using LOSA needs and benefits report and any findings from other relevant studies</p> <p>Delivery of IL2 reference architecture project, in conjunction with the Tech Design Authority, to establish reference architectures for incoming platform capabilities.</p> <p>Initiation of IL3 to IL5 reference architecture project, which is likely to extend beyond the timeframe of the contract. Therefore, initiation of the project and development to a point agreed with the MSI team, prior to handover of the project to the MSI team on conclusion of the contract.</p> <p>Regular input / recommendations for edits on LOSA Defence Standard updates and development, in the form of commenting on work led by LOSA, provision of SME advice and guidance (both verbally and written via comments on documentation or via email, etc).</p> <p>Support to delivering (in conjunction with TDA) an Integrated Test and Evaluation</p>

	<p>centre.</p> <p>Technical analysis of each pg/pj proposed system architecture, including gap analysis of what changes need to be made to get them to achieve a desired Integration Level.</p> <p>Initial Assessment Reports detailing how a programme/project is conforming to the required standards and desired Integration Level. Format is a written report, in soft copy (PDF and Microsoft Word) and hard copy.</p> <p>MSI Progress Reports on programmes/projects as they develop. Format is a written report, in soft copy (PDF and Microsoft Word) and hard copy.</p> <p>Assistance with writing the Statement of Requirement or Business Case for implementation of MSI Design Studies. Assistance to capability programme teams, who are the lead. Format is verbal and written input as required to business cases in relevant MS Office products.</p>
WP 4: Benefits Realisation	<p>Regular stakeholder engagement. Regular presentations on benefits of using open systems architecture, the digital backbone and wider capability integration of the Army's Force Elements. Format to be a PowerPoint presentation, with written hand out that includes in-depth notes and FAQs. Routine engagement with capability projects and programmes as required and specified by MSI team in routine review meetings.</p> <p>Update Level 4 (of FCCM hierarchy) capability KURs and MSI User Requirements for projects specified by the MSI Team during routine review meetings (annual, quarterly and monthly).</p> <p>Deliver a capability roadmap for implementation of recommended changes as identified in the Requirements and Scrutiny WP, delivered via a MS Office product as specified by the MSI team (aligned also to similar deliverable in WP3).</p> <p>Lead on development of MSI CASP and ISP annexes, coordinating input (including verbal) from all relevant stakeholders across AHQ and MOD delivery agents - in relevant MS Office products, as required by CASP coordinator in D Sp, and ISP coordinator in D Info.</p> <p>Track development of relevant CASP / ISP annexes through to publication.</p>
WP 5: Management of MSI work	<p>Project Management / Task implementation plan: Develop and maintain an outline of how the work within each WP will be delivered by the contractor, in a MS Office product document as agreed by the MSI team. To be delivered initially within the first quarter of the contract, and then updated and maintained throughout the duration of the contract.</p> <p>Input to the annual MSI Plan. To outline the realisation of the MSI Strategy. This will involve input to a MS Office document in conjunction with the military / civil service MSI Team. To be delivered annually, as directed by the MSI team.</p> <p>Delivery of 'outreach' presentations to relevant stakeholders, as required by the MSI team. In the format of PowerPoint (most likely) but could also include Sway / Pressi, or other similar presentation products, with accompanying hand outs including in-depth notes and FAQs as required.</p> <p>Construction and maintenance of a lessons log, to capture all MSI lessons identified throughout the process and enable retention of accrued corporate knowledge - in the format of a MS Office product document.</p>

	<p>Regular update briefings to MSI team and co-chairs of the 1* MSI Steering Group or one of their deputies on current work and overall MSI workstream progress, with accompanying written notes / powerpoint slide to assist as required. Frequency at least monthly, but may be more requested regularly for ad-hoc updates if necessary, or as desired by Co-Chairs and the MSI team.</p> <p>Capability lifecycle tracker. Development and maintenance of an up to date tracker (updated fortnightly) of where each MSI supported capability programme / project is in the CADMID cycle, along with all key milestones. Format is Project Online or Excel spreadsheet to capture data, which can be extracted to Powerpoint for briefing purposes. Project Online (POL) will ideally be used, but all entries into the product must be checked and confirmed directly with the pg/pj teams regularly to ensure accurate data is provided to inform the MSI Team and WG.</p> <p>Secretarial meeting administration and capture. Production of minutes / RODs for meetings.</p> <p>MSI Team resource allocation and management. Allocation of team resource to output delivery, scope management and team schedule deconfliction.</p> <p>Knowledge and Skills transfer / Handover plan. Develop and maintain a plan outlining how knowledge and skills transfer will be delivered by the contractor to the military / civil servant team, including all industry best practices necessary for the MSI team to operate autonomously, without PSS. This will be in a MS Office product document as agreed by the MSI team, but will be realised via regular mentoring and tutoring of the team. Outline plan to be delivered initially within the first quarter of the contract, and then updated and maintained throughout the duration of the contract, but actual skill transfer activities (outlined in this plan) must happen routinely, in order to embed the requisite knowledge effectively. Successful delivery of this plan will be assessed at least quarterly in the review meetings, by the MSI team.</p>
<p>Acceptance The military lead will always determine final acceptance of each deliverable. Acceptance will be formally audited via at least an email, or at best, a formal acceptance certificate / RODs of the quarterly review meetings. Acceptance of each deliverable will be considered on completion, culminating in a quarterly review of outputs, which will be linked to payment incentives. These are outlined in further detail under 'Payment'.</p>	

MILESTONE TABLE

Note: Dates for milestones will be confirmed annually in the MSI Plan, where milestones will be updated on an annual basis.

Milestone	Description	Timeframe
1	Monthly project management update of deliverable progress (to be delivered by the contractor, slides and briefing material to be prepared).	By 4 th week of each month
2	Quarterly contractual review and acceptance of progress towards desired requirement end-states defined above.	31/10/2021 31/01/2022 30/04/2022 Etc. Further dates TBC.

3	Annual MSI plan review and delivery	By end of each Financial Year
4	MSI CASP annex delivery and review (annual)	Annually, as per AHQ timelines
5	MSI ISP annex delivery and review (annual)	Annually, as per AHQ timelines
6	MSI scrutiny report delivery (for each capability, in line with Army Scrutiny and Approvals Team schedule)	As each Pg/Pj goes to LROC, OBC, FBC and on occasion CDR.
7	CDA / IDA formally established in AHQ (single occurrence)	IOC September 2021. FOC Apr 2022.
8	AOM review delivered complete with MSI governance (single occurrence)	IOC September 2021. FOC Apr 2022.
9	TDA established to IOC	Apr 22.
10	TDA established to FOC	Apr 23.
11	IL2 reference architecture delivered	NLT end F/Y21/22
12	IL3 reference architecture delivered	NLT end F/Y 22/23
13	Knowledge and Skills transfer of industry best practice to organic AHQ MSI team complete	NLT end of 3 year contract period
14	Capability Management Tool (CMT) version updates	Quarterly.

7. AUTHORITY'S RESPONSIBILITIES

7.1 The Mission Systems Integration will be a collaborative process, completed with a joint PSS/ARMY provided team.

7.1.1 The provision of an appropriately sized team and other input to support the contractor in the implementation of MSI.

7.1.2 Authorise plans and proposals from the contractor and set priorities of work/deliverables.

8. REPORTING

8.1 Monthly reporting/briefing to 1* MSI Steering Group, ad-hoc as necessary.

8.2 Quarterly reporting to MSI Team in order to review objectives delivered in order to qualify payments. (Quarterly Output Review)

9. CONTINUOUS IMPROVEMENT

- 9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier should present new ways of working to the Authority during monthly Contract review meetings.
- 9.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 10.1 N/A

11. ACCREDITATION

- 11.1 N/A

12. STAFF AND CUSTOMER SERVICE

- 12.1 Potential Provider's staff assigned to the Contract shall have the relevant qualification(s) and experience to deliver the Contract.

13. SERVICE LEVELS AND PERFORMANCE

- 13.1 The Authority will measure the quality of the Supplier's delivery by:

13.1.1 Please provide information of the required service levels and / or Key Performance Indicators (KPI) that the Potential Provider will be expected to achieve and against which the Supplier's performance will be assessed. Please insert in text and include Service Level Agreement (SLA) / KPIs in table form.

KPI	Service Area	KPI description	Target %
1	Milestones	Delivery of the key milestones outlined in the key milestones table	100 %
2	Quality	<p>The Providers work will be measured by the achievement and sign-off of key deliverables</p> <p>WP1- MSI Governance</p> <p>WP2- Requirements and Scrutiny</p> <p>WP3- Reference Architectures</p> <p>WP4- Benefits Realisation</p> <p>WP5- Management of MSI work</p>	Achievement of deliverables
3	Knowledge transfer	Potential Provider to ensure knowledge management and transfer occurs through joint working with key staff, measured through Governance Framework and MSI Team.	Knowledge transfer is achieved when MSI team able to operate autonomously with no drop in output. This will

			be further defined and agreed at the start of the contract in the Implementation Plan.
4	Reporting	Provide monthly update on performance	100 %

14. SECURITY REQUIREMENTS

- 14.1 Supplier staff must hold SC Clearance and provide evidence on request.

15. PAYMENT

- 15.1 Payment will be made via CP&F. For suppliers to be paid, they must be on-boarded onto CP&F. The Authority will complete the initial on-boarding process. You will then receive an email invitation to complete registration.
- 15.2 Payment can only be made following satisfactory delivery of pre-agreed certified deliverables.
- 15.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 15.4 Payment will be made monthly in arrears, after a review of objectives achieved by the MSI team. These objectives will be outlined early in each month / quarter (as appropriate) and reviewed during the period.
- 15.5 A copy of the Invoice should be submitted to: REMOVED
- 15.6 Payment for Contractor Deliverables will be made by electronic transfer and prior to submitting any claims for payment the Contractor will be required to register their details (Supplier on-boarding) on the Contracting, Purchasing and Finance (CP&F) electronic procurement tool. The supplier will also be required to register an account with EXOSTAR.

16. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 16.1 All IP generated during the contract will be owned by the Ministry of Defence, DEFCON 703. In certain circumstances, an exception may be applied for by the contracted PSS in order to release certain IP rights. This will be considered on a case-by-case basis.
- 16.2 The delivering party for this contract will be required to access OFFICIAL-SENSITIVE COMMERCIAL information to be effective. There is therefore a requirement to ensure compliance with Authorised Levels of Release of MOD Data (ALOR) policy, where private sector support is hired to deliver.
- 16.3 Any IPR issues throughout the contract period will be referred to either commercial or IPR team.

17. CONTRACT MANAGEMENT

17.1 The contract will be managed and overviewed by the Integrate Department, Support Directorate, Army Headquarters

18. EXIT STRATEGY

18.1 There will be skills transfer throughout the contract period, initially to personnel in post at the start of the contract, and then later as recruitment grows the native team. Nonetheless, the contract will end with at least a one year handover period to transfer skills from contracted PSS to all members of the MSI team that are either recruited or posted in. This transfer of skills is to leave the remaining mixture of civil servant and military personnel able to continue the work of MSI as BaU at the same standard as the contracted team has delivered for the previous years, which is to reflect industry best practice.

18.2 Before departure of each contracted team member, they are to:

- Provide a minimum of 3 months notice to the AHQ MSI Team
- Leave all workspaces used clean and tidy
- Hand in any IT or other equipment that they have signed for in good order prior to departure
- Hand over any and all ongoing work and work contacts
- Close any accounts with the iHub
- Hand in all security passes

19. BASE LOCATION(S)

19.1 The base locations of where the Services will be carried out at are Army Headquarters, 1st Floor/Zone 3, Blenheim Building, Marlborough Lines, Monxton Rd, ANDOVER, Hants, SP11 8HJ or the supplier's home locations, as appropriate.